



*Department of Veterans Affairs
Medical Center
1111 East End Boulevard
Wilkes-Barre, Pa 18711*

The Wilkes-Barre VA Medical Center endorses the utilization of Baldrige Criteria for Healthcare as one of the methods for steering the organization towards achieving the mission, vision, values, and goals of the organization.

Baldrige performance excellence criteria are a framework that any organization can use to improve overall performance. Seven categories make up the criteria.

BALDRIGE CRITERIA FOR PERFORMANCE EXCELLENCE

Leadership – Examines how senior executives guide the organization and how the organization addresses its responsibilities to the public and practices good citizenship.

Strategic Planning – Examines how the organization sets strategic directions and how it determines key action plans.

Customer and Market Focus – Examines how the organization determines requirements and expectations of customers and markets.

Information and Analysis – Examines the management, effective use and analysis of data and information to support key organization processes and the organization's performance management system.

Human Resource Focus – Examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.

Process Management – Examines aspects of how key production/delivery and support processes are designed, managed, and improved.

Business Results – Examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, and operational performance. The category also examines how the organization performs relative to competitors.

Mission

To maintain and improve veterans' health and quality of life.

Vision

To be a national leader in the provision of healthcare services.

Values

Trust, Respect, Excellence,
Compassion, Commitment



Request for Input and Feedback: Please provide any comments you may have regarding the current or future Strategic Plan to the Chairperson, Strategic Planning Committee at 570-830-7042.

**FY 03
Strategic Plan**



November 2002

Veterans Health Administration Six for 2007 Goals

These goals were developed by the VHA in FY 2000 to support the long-range goals for the Department of Veterans Affairs.

- I. Put quality first until we are first in quality.
- II. Provide easy access to medical knowledge, expertise, and care.
- III. Enhance, preserve and restore patient function.
- IV. Exceed patients' expectations.
- V. Maximize resource use to benefit veterans.
- VI. Build healthy communities.

Wilkes-Barre VAMC Fiscal Year 2002 Accomplishments

Nineteen county service area has a veteran population of 185,142. Served 35,843 patients in FY 2002.

313,581 outpatient visits (+46,988 over FY 2001).

Waiting Times were reduced in the following clinics: Primary Care, Audiology, Orthopedics, Cardiology, Urology, & Eye Clinic.

Medical Center was a candidate for a site visit for the VA's Robert W. Carey Quality Award.

New affiliation with the Lake Erie College of Osteopathic Medicine. Also affiliated with Drexel University College of Medicine, and the Pennsylvania College of Podiatric Medicine. The facility supports 71 affiliations with other colleges, universities, and schools of allied health.

Integrated inpatient units. Medical Center now has one inpatient medical/surgical unit.

Renovated the third floor of Nursing Home Care Unit.

Telephone care available 24 hours per day, 7 days per week.

Increased number of enrolled veterans who have access to home and community-based care when clinically appropriate.

Implemented Computerized Patient Record System (CPRS).

Increased number of veterans who have been screened for military sexual trauma.

Increased the percentage of veterans discharged from a Health Care for Homeless Veterans (HCHV), community-based contract residential care program to independent or a secured institutional living arrangement.

Conceptualized and implemented a Case Management Program to manage cost, care and continuum on a financial platform.

Enhanced continuum of care services provided to homeless veteran population from outreach services to include treatment, case management, transitional housing and permanent housing resources.

Optimized Medical Center's capability to provide medical assistance in responses to disasters and national emergencies including relations with the Department of Defense (DOD).

VAMC Wilkes-Barre - Six Goals for FY 2003

1. Put quality first until first in quality.

- Systematically measure and communicate the outcomes and quality of care.
- Continuously improve the quality and safety of health care for veterans.
- Emphasize health promotion and disease prevention to improve the health of the veteran population.
- Develop a performance-based system of incentives, awards, & recognition for achievement of VHA's 6 for 2007 mission & goals.
- Implement programs for employee training and personal development to ensure continual improvement of the knowledge and skills required to serve the veteran.

2. Provide easy access to medical knowledge, expertise, and care.

- Improve access, convenience, and timeliness of VA health care services.
- Optimize the use of health care information and technology for the benefit of the veteran.
- Increase provider and veteran knowledge of the impact of military service on health.

3. Enhance, preserve, and restore patient function.

- Enhance outcomes for patients with special needs and special disabilities.
- Coordinate acute, chronic, and rehabilitative care to improve patient functioning.

4. Exceed patients' expectations.

- Ensure that patients understand and participate in decisions about their health care.
- Create a health care environment characterized by courteous and coordinated patient-focused service.
- Continually assess and improve patients' perceptions of their VA health care.
- Promote cooperation and collaboration throughout VA in order to provide "All-VA" seamless service to veterans.

5. Maximize resource use to benefit veterans.

- Assess and align the health care system to enhance cost-effective care for veterans through the CARES (Capital Asset Realignment for Enhanced Services) process.
- Increase revenue and efficiency through private sector partnerships, technology, and improved business practices.

6. Build healthy communities.

- Be an industry leader in developing innovative approaches to the design and evaluation of health care delivery systems.
- Expand federal, state, local, and private partnerships including Emergency Preparedness and DOD to foster improvements in the coordination and delivery of health care and other services.
- Develop new, state-of-the-art training programs to best educate the health care professionals of the future.
- Optimize VA's capability to provide medical assistance in responses to disasters and national emergencies.

Strategic Planning Committee

The Strategic Planning Committee (SPC) develops, monitors, and analyzes system-wide strategic and operation plans for the Medical Center for financial management. The Committee establishes priorities for short-term and long-range decisions involving health care initiatives and capital investments.

The SPC is responsible for insuring that applicable policies and procedures related to strategic planning are assessed, implemented, and monitored. The Committee will serve as an instrument for ensuring that strategic planning is embraced and accomplished. The SPC is charged with the following responsibilities:

- ✓ Serves as the authorized body to develop the Medical Center's Strategic Plan.
- ✓ Defines the Medical Center's, mission, vision, and values statements and encourages communication to all stakeholders.
- ✓ Identifies the strategic priorities and core health care services of the Medical Center.
- ✓ Assesses Medical Center capacity.
- ✓ Anticipates and monitors VHA national, state, and local market trends to advance the Medical Center's ability to respond to the community's health needs.
- ✓ Receives input from all stakeholders (internal & external) groups and identifies patient needs or expectations for business planning consideration.
- ✓ Communicates strategic planning efforts throughout the facility.
- ✓ Assesses the resource needs for implementing strategic planning effort.
- ✓ Guides directors and program officials in strategic planning process as it relates to health care services, important patient care and hospital-wide functions, and dimension of performance.
- ✓ Considers the integration of performance improvement activities with strategic planning.
- ✓ Assigns subgroups as needed to work on specific projects related to strategic planning.
- ✓ Identify linkages among Medical Center, Network, and National level strategic management frameworks and goals to ensure consistency.